

MPOC Market Forum 2018

13th Nov

Kelana Jaya

- **Improving the Human Relationship 'Software' When Working in the Palm Oil Industry.**

Having a **meaningful career** in the Malaysian Palm Oil Industry.

- Suggestions on Building Relationship, Networking & Leadership.

13th November 2018, MPOC Kelana Jaya.

Contents

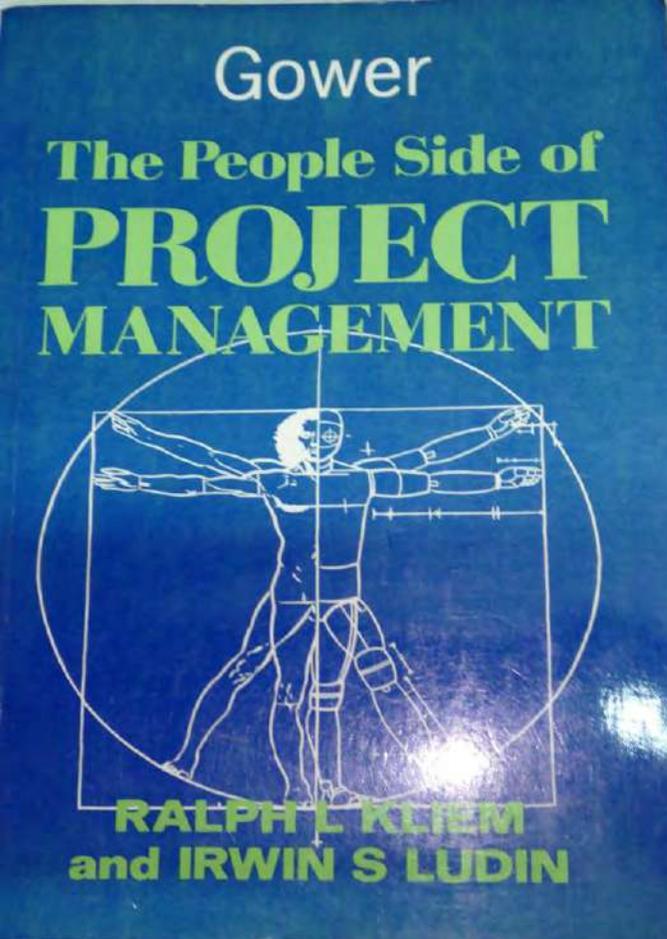
- Essential to have well trained and supportive staff/self
- Importance of people to success of corporations – e.g.ALCo
- Approaches needed –Mindsets; Getting Along With People-
Millennials in the work force
- Leadership/Follower Attributes
- Decision-making process
- Why People Don't/Can't Take Advice
- Power of Observation
- Finally...

Why 'meaningful' career?

- 2 years Consumer packs and brand marketing & exports
- 38 years PPOP Trading/Operations and People Management

- Interesting industry to be in because it is still growing in volume; plenty of challenging issues and operations problems to solve; wide spectrum of related activities – shipping, financing, legal aspects and JVs management
- Internationality – Local or Regional markets and Overseas business environment; travelling element- for business –company or trade missions; attending conferences and seminars

- One of the major issues experienced by the Malaysian PO industry
- *Trading and Operation talents and availability.*
- *It is about getting trained PEOPLE into the Palm Oil Industry.*



(Source: Kliem & Ludin, 1992
The People Side of Project Management)

4 criteria vital to the success to any project: Cost; Schedule; Quality & **PEOPLE**

Without effective people and people management no project will succeed.

In PO business environment- 4 criteria – Markets; Finance; Technology & **PEOPLE**

PEOPLE to manage business venture esp in overseas J/V-
need - Country Mgr/CFO/Fty Eng/Logistics/Mktg & Sales

Manage relationships –Members of the construction team; contractors; suppliers;
business team; hosts country government authorities; sponsors both own
company and JV partners and outsourced service providers

In Trading & Operations Management:

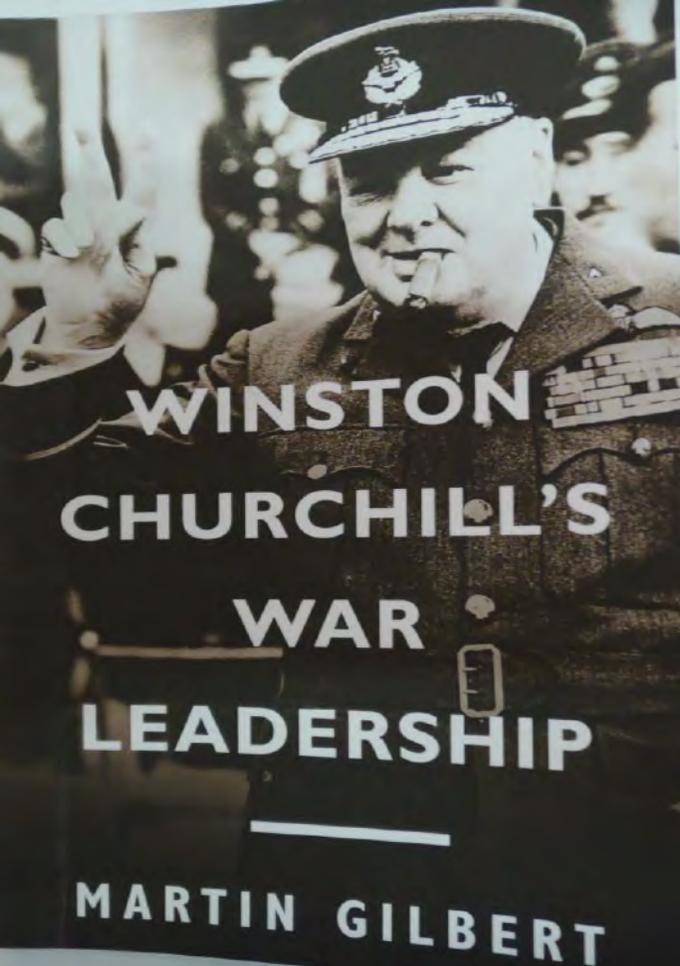
FOUR Levels “Boss”

Peers

Subordinates or ‘Reportees’

Outside 3rd parties suppliers or service providers

Crux - **MANAGING PEOPLE**



(Source: WC War Leadership
Martin Gilbert, 2004)

The problem is not winning the war but **persuading people** to let you win it.”

Sir Winston S. Churchill, 1940.

Pg2 War leadership during Second World War required **intensive concentration and decision-making over a lengthy period**, filled with dangers and uncertainties on a scale that has not been repeated since then.

Pg3 Central to the strength of his war leadership was his **experience**; Churchill's knowledge had often been bought at the price of unpopularity and **failure**

Pg9 **Members** of his private office sustained him without publicity or fanfare, but with a professionalism and devotion that **helped to make his leadership both smooth and effective**..... and Churchill's leadership was silent, unnoticed and essential.

Pg 11 He decided that every instruction, suggestion, proposal or criticism emanating from him- and all the answers he received should be **in writing**. Because he remembered too many occasions when a policy agreed upon at one meeting was challenged at the next but there was no written record to show what the first decision had been or what arguments had been put forward and by whom, either for it or against. He was determined that no such muddles and uncertainties would exist under his war leadership

Pg28 An essential feature of successful war leadership : **avoiding depression** and despair; pg 37 his hardest tasks and greatest achievements was **projecting confidence**, even at the blackest of times

Pg 32 Churchill determined to set **aside the hostilities and animosities** of the pre-war years to appoint capable men to hold important positions to support the war effort.

The ability of those whom Churchill appointed- their exceptional abilities when crises came-was another aspect of his war leadership; exercised a master of the art of **delegation**; Churchill followed everything that was being done with a meticulous eye. This rigorous **scrutiny** had several purposes. **First**, to ensure that those in whom he had put his trust were carrying out their duties to the highest standard possible. **Second**, to give praise where it was merited. **Third**, to discover , and rectify, anything he thought was not going well or to suggest a more effective way forward

Pg50 The crux of the matter was that he wanted to ensure that policies that had been decided upon to be **carried out expeditiously**, and effectively and demanded constant action and his strength in matters of detail

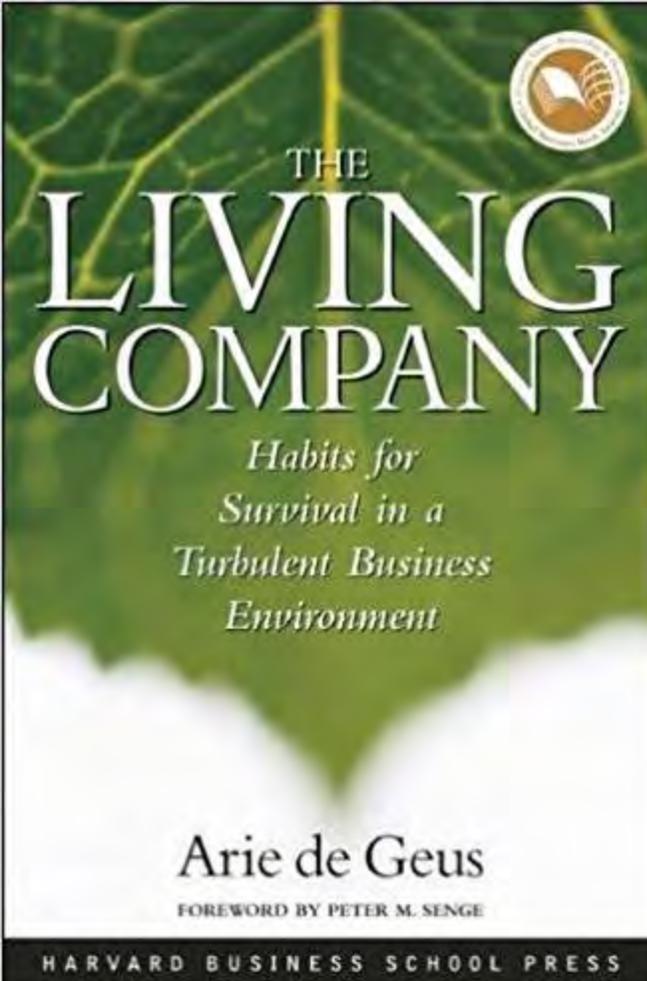
Pg 53 Churchill **sought positive, hopeful, constructive answers** – optimistic quest

Pg54 “**Power** for the sake of lording it over fellow-creatures or adding to personal pomp, is rightly judged base. But power in a national crisis, when a man believes he knows what orders should be given, is a blessing.”

Pg55 Anything that smacked of **passivity** on the part of his army commanders incurred Churchill’s wrath. “In war one cannot wait for to have everything perfect.” Pg 6 Churchill is not a dictatorial leader; although he could be emphatic in his requests and suggestions

Pg55 Action is paralyzed if everybody is to consult everybody else about everything before it is taken. **Somebody must have the power to plan and act.**

- Pg 69 In 1942, after Churchill's visit to the sailors of the home Fleet, the fleet admiral wrote: "Your presence with us has been an **encouragement and inspiration** to us all."
- Pg 70 As to ensure the right men in the right place at the right time sometimes involved hurting many sensitivities of rank, status and popularity. Pg 71 The most difficult wartimes decisions Churchill had to make in regard to appointments were the removal of generals. Once he felt that the initial drive of the commander had faded and that a more energetic one is needed Pg 71 he **acted on advice and on his belief that change was in the immediate and urgent interest** of winning the war
- Pg 79 Churchill's ability to find, encourage and sustain individuals (**people**) who he knew would make a significant contribution to the war effort was an important feature of his war leadership.
- 2 As
- Aptitude and Attitude
- **Aptitude**- natural or inherent ability to do something vs **Attitude** a settled way of thinking or feeling about something
- **Aptitude** – hardly can increase very much but **Attitude** can be modified or changed (thru corporate culture)



(Source: Arie de Geus, 1997
March-April,
Harvard Business Review)

Sensitive to the environment that is operating
Financially prudent, Invest wisely
Give them operation freedom and not bind them too much
Recruit people with good Aptitude and Attitude and training them with international exposure

ECONOMIC COMPANIES VS. LIVING COMPANIES

Discipline and Cohesion: are maintained hierarchical control, often highly centralized.

Entry-level Recruitment: handled by the numbers, and seen as filling the necessary positions to best serve the asset base of the company.

Executive Recruitment: often brought in from the outside.

Governance: Sacrifices its people when necessary to maximize profit and shareholder value.

Learning Abilities: centralized control reduces the space in the organization, and thereby, it's learning abilities.

Discipline and Cohesion: are based on through the trust that results from the understanding that both the company and its members will adhere to their obligation of mutual development of the potential.

Entry-level Recruitment: seen as a rite of passage, representing the first moment for testing the fit between the new member and the community.

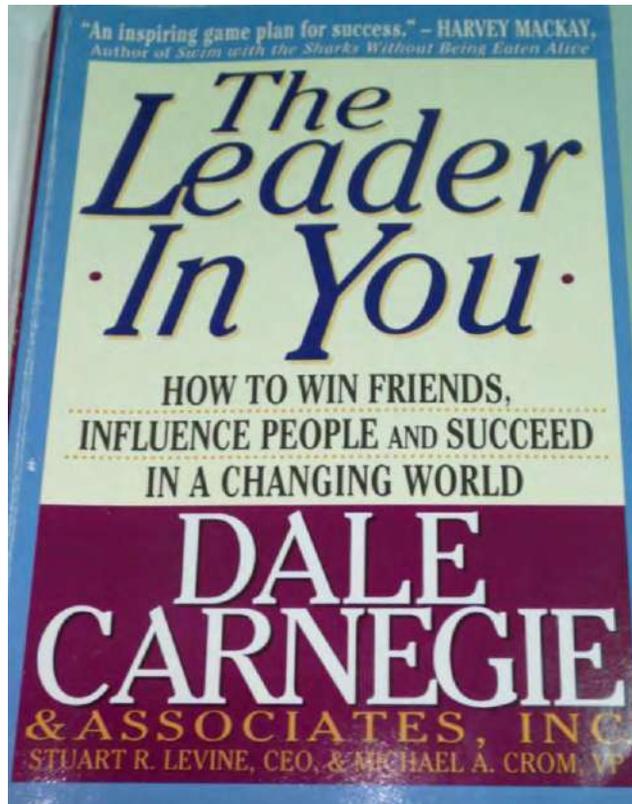
Executive-Level: usually promoted from within the organization.

Governance: Sacrifices assets over people when necessary to ensure the company's long-term survival, even at the expense of the shareholder.

Learning Abilities: trust allows space and tolerance both inside the hierarchy and towards the outside world, resulting in higher levels of institutional learning.



- How to get these ‘right ‘people?’
- Start with HR. Proper interviewing and selection



Source: Carnegie, Levine & Crom, 1993

Pg 1 **Competition** has become more global and technology races on. No longer business safely ignore their customers' wants and needs. No longer can managers simply issue orders and expect them to be mindlessly obeyed

Pg 2 **People have to think quicker, work smarter**, dream wilder, and relate to other in different ways. The day has long since passed when a company could be run with a bullwhip and a chair –or stick and carrot

Pg 7 Changes have been pushed along by wider access to **communication** technology. This seems to be the area where improvements are needed. **"Oral and written communication, teamwork, and other human skills."**

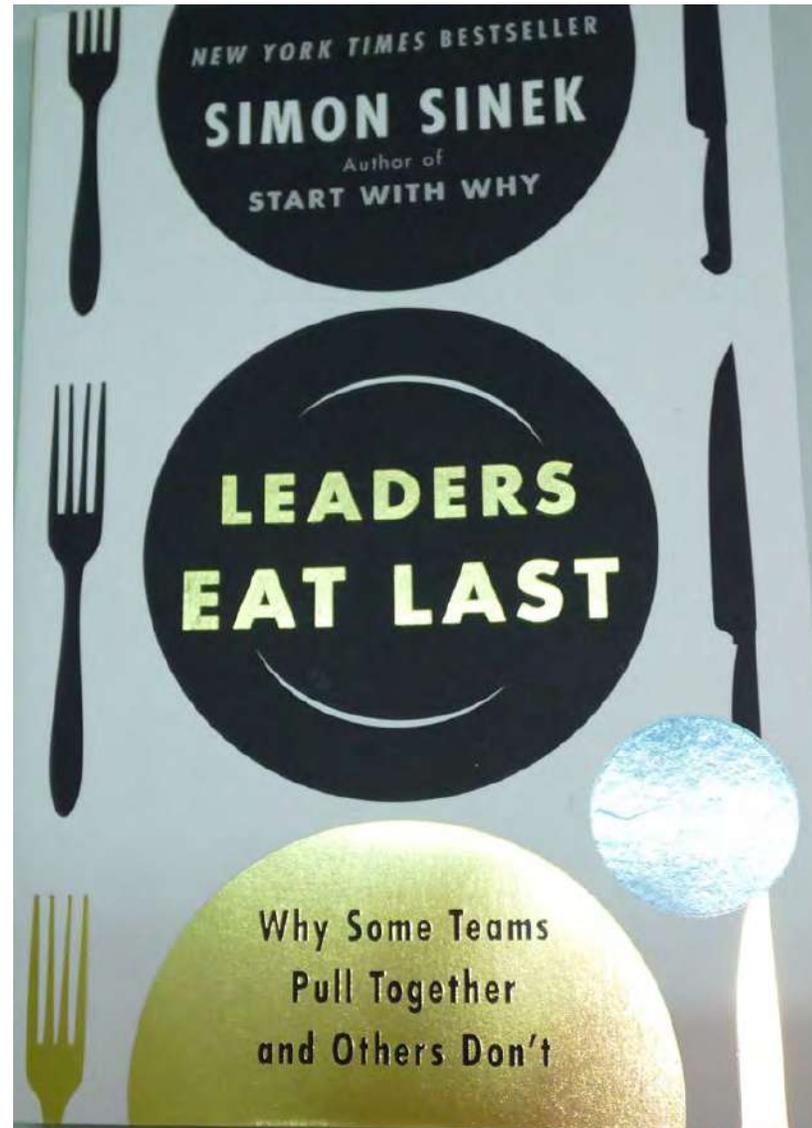
Pg 8 The winners will be the organizations with smart and creative leaders who know how to communicate and motivate effectively-inside the organization and out. **Good human-relations skills have the ability to change people from managing others to leading others.** "to change lives from resentment to contentment, from apathy to involvement."

Pg 9, 10 Those are the companies that understand that service and human relationships are going to be a huge differentiator in success. The staff/people will **need more training in the fine art of getting along with people** in everyday business and social contacts to look at things from the other person's perspective. **Be honest and sincere. Create INTEGRITY & TRUST.**

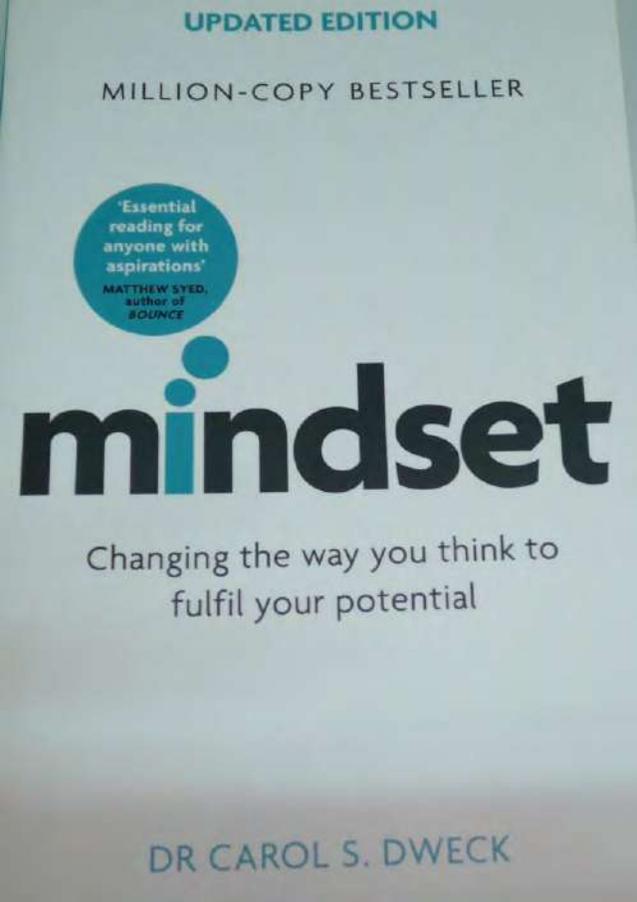
- Pg 16 What is **needed is leadership**, to help people achieve what they are capable of, to **coach and to mentor** and to establish and maintain successful relationships
- Pg 20 A leader must have developed a mental image of possible and desirable future state of the department, division or organisation. This image, which is called a **vision**, maybe vague or precise. The critical point is that a vision articulates a view of realistic, credible, attractive, a condition better in some important ways than what now exists.
- There is **no correct way to lead** what is important is to find the leadership techniques that will **work best** for you are the ones you nurture inside.
- Pg 21 “What personal qualities do I possess that can be turned into the qualities of leadership?” “Don’t try to imitate others, never stopped being yourself.”
- Whatever those qualities are for you- a dogged persistence, a steel-trap mind, a great imagination, a positive attitude, a strong sense of values- let them blossom into leadership. Because Action is far better than Words.
- Pg 26 Nothing could be easier than failing to communicate. **Condescending**, contradicting, berating, demeaning, treating other people as if “I am the boss, and you just have to work here.” Barkings rights were thought to be natural prerogative of executive positions, along with an office window and a two-hour lunch break.
- Pg 31 **Without the mastery of that very basic human skill- the ability to talk and listen to others- you can’t thrive very long.**

- Pg 32 The biggest mistake managers used to make besides thinking that all wisdom flowed from **them-was failing to understand that communication absolutely has to be a two way street**. You have to share your ideas with others and listen to theirs too.
- If you can show your colleagues you are receptive to their ideas, they are more likely to be receptive to yours. **Show that you care** about the future of the company/division and that you care as much about them too. Don't confine it to fellow workers, demonstrate to your customers and clients also. (*Treat your staff as family members*).
- No matter how high you get, **communication still have to run in all directions**, talking and listening up, down, and around the chain of command. (4 Levels)
- Pg 34 A basic fact about communication with people: they won't say what they think (CYA) and won't listen receptively to what you say – unless a foundation of **genuine TRUST** and shared interest have been laid.

- Pg 35-36 Being down-to-earth and humble is extremely important. Putting people at ease. Have **Humility**.
- Because if you have an **environment** where people genuinely believe that at the end of the day they can trust in your interest and concern about Their well-being, then you have created relationships that have more meaning to them. Not a one off deed but daily done. (.g. Sinek- Having good teeth, daily 3 minutes brushing x 2 times x over 50 years; Not 3 hours brushing one month and once or twice a year.)
- Pg 37 Once people do take the risk of telling you what they think, DON'T punish them for their openness, Do nothing to discourage them from taking the risk of communicating again.
- **Communication is both a skill and art. Learn it and keep refining the skills.**



(Source: Sinek, Leaders Eat Last, 2014)



PG 17 Fixed Mindset people want to make sure they succeed as they believe that smart People should always succeed. But for people with the Growth Mindset, success is about stretching or ‘pushing” themselves. It is a process of becoming smarter.

Pg 21 People in a Growth Mindset don’t just seek challenges, they thrive on it believing that the bigger the challenge, the more they will stretch

Pg 44 People with the Fixed Mindset have read books the books that say: Success is about being your best self, not about being better than others; failure is an opportunity, not a condemnation; effort is the key to success.

BUT THEY CAN’T PUT THIS INTO PRACTICE BECAUSE THEIR BASIC MINDSET- THEIR BELIEF IN FIXED TRAITS-IS TELLING THEM SOMETHING ENTIRELY DIFFERENT: THAT SUCCESS IS ABOUT BEING MORE GIFTED THAN OTHERS, THAT FAILURE DOES MEASURE YOU, AND THAT EFFORT IS FOR THOSE WHO CAN’T MAKE IT ON TALENT.

(Source: Dweck, Mindset, 2006)

- Pg 48 The Growth Mindset does allow people to love what they're doing- and to continue to love it in the face of difficulties. Many Growth Mindset people didn't even plan to go to the top of their profession where the Fixed Mindset people hunger to be, but it is where many Growth Minded people arrive as a by-product of their enthusiasm/commitment for what they do
- This point is crucial as in the Fixed Mindset, everything is about the **outcome**. If you fail- or if you're not the best-it's all been wasted. The Growth Mindset allows people to **value what they're doing regardless of the outcome**. They are tackling problems, charting new courses, working on important issues.
- Pg 50 **Having a Growth Mindset doesn't force you to pursue something. It just tells you that you can develop your skills. It's still up to you whether you want to or not**

- **Question:** Can everything about people be changed, and should people try to change everything they can?
- **Answer:** The Growth Mindset is the BELIEF that abilities can be cultivated, But it doesn't tell you how much change is possible or how long change will take. And it doesn't mean that EVERYTHING, like preferences or values, can be changed.
- The Growth Mindset also doesn't mean everything that CAN be changed SHOULD be changed. (Can be misconstrued as Inconsistent).
- The Fixed Mindset stands in the way of development and change. Whereas the Growth Mindset is a starting point for change, but people need to decide for themselves where their efforts toward change would be most valuable.

- **Question:** Are people with the Fixed Mindset simply lacking in confidence?
- **Answer:** NO. People with the Fixed Mindset can have as much confidence as people with Growth Mindset only that the Fixed Mindset crowd's **confidence is more fragile** since setbacks and even effort can undermine it.
- Author Dweck mentioned that a remarkable thing is that people with the Growth Mindset don't always need confidence. **Even when you think you're not good at something, you can still plunge into it wholeheartedly and stick to it.**

FIXED

Mindset

GROWING

Mindset

Carol Dweck

Intelligence is static.

Leads to a desire to LOOK SMART and therefore a tendency to:

- ✓ AVOID CHALLENGES
- ✓ GIVE UP EASILY DUE TO OBSTACLES
- ✓ SEE EFFORT AS FRUITLESS
- ✓ IGNORE USEFUL FEEDBACK
- ✓ BE THREATENED BY OTHERS' SUCCESS

Intelligence can be developed

Leads to a desire to LEARN and therefore a tendency to:

- ✓ EMBRACE CHALLENGES
- ✓ PERSIST DESPITE OBSTACLES
- ✓ SEE EFFORT AS PATH TO MASTERY
- ✓ LEARN FROM CRITICISM
- ✓ BE INSPIRED BY OTHERS' SUCCESS

Millennials in the work force

- They want 'fast track' promotions- smart; creative; energetic; IT savvy
- However, promoting talented young managers too quickly prevents them from 'developing' key emotional competencies like-(a) building relationships and negotiating with peers; (b) regulating negative emotions during crises; (c) unable to build support for change in organization – skills that come only with **TIME & EXPERIENCE**

They also need network connections (Internal & External) to solve problems.

Noticed the higher a manager rises in the ranks, the more important and vital are soft leadership skills are to his/her success (source: 'The Young and the Clueless', Bunker, Kram & Ting, 2002).

- **Trading**

- Direction (trading abilities)
- Decisiveness
- Dedication

Operations

Competencies (Doxs or Ops)

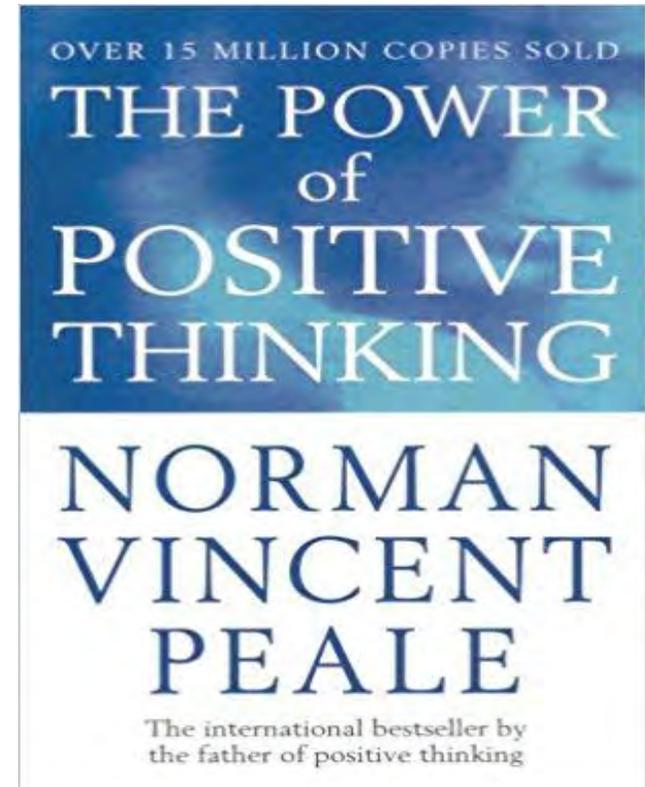
Efficiencies (Reactiveness & Speed)

Perseverance (Sustainability – doing the same thing over and over again & over a period of time)

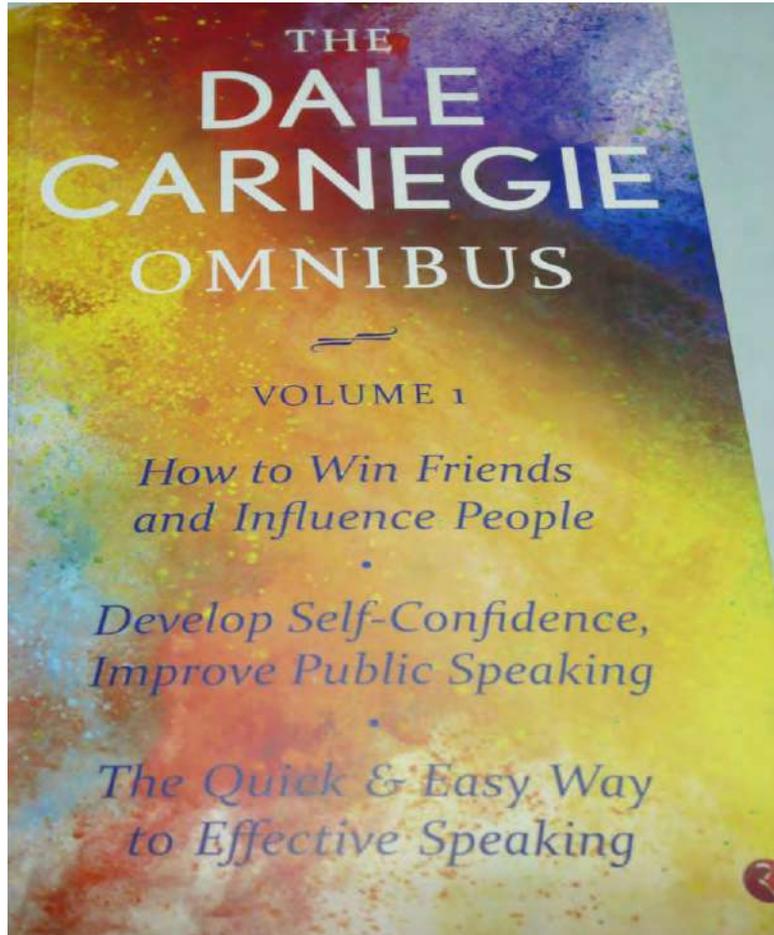
Learning Culture; Growth Mindset; *Positiveness*;

Team work; Integrity & Trustworthiness;

Thinking for Company; *Succession planning*.



Getting Along With People



You Can't and Should Not Win an Argument
How to Avoid Making Enemies
If You're Wrong Admit It
A Drop of Honey
How to get Cooperation
What Everybody Wants
Make A Good First Impression
How to Interest People
How to Make People Like You Instantly
If You Must Find Fault, The Way to Do it
How to Criticise – and Not Be Hated For It
Talk About Your Own Mistakes First
Let the other Person Save Face
Make the Fault Easy to Correct
Making People Glad to Do What You Want Them To Do
Think Before You Criticise
Understand the Other's Point of View

literally Train an army for a thousand days to use it for one morning.; fig. extensive preparation eventually pays off

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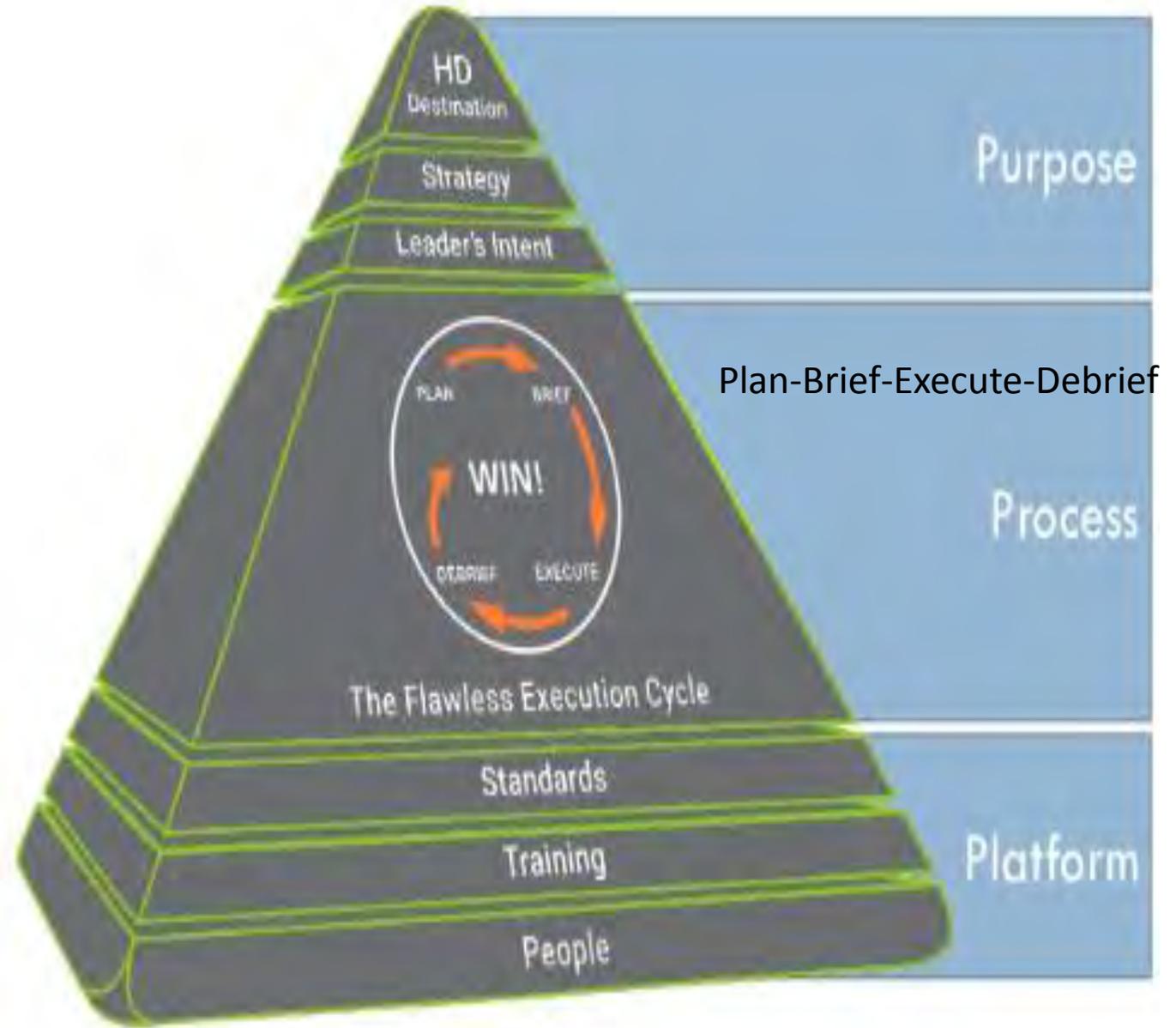
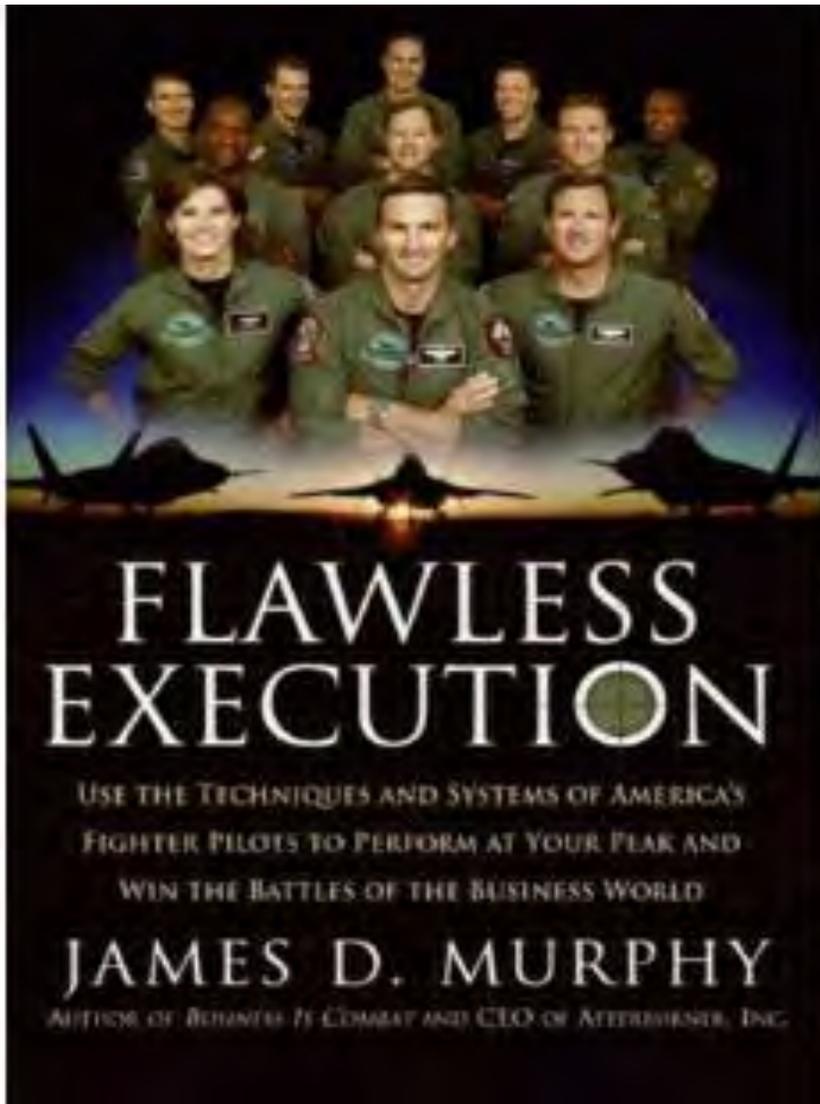
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Visit or make contacts often and build up rapport.



(Source: Murphy, Flawless Execution, 2005)

How to Tell Bad News To the Boss

How to tell 'Bad' news

- Assess the situation first
- Inform immediately
- Do it in person. Preferably yourself
- Don't hide facts and severity of problem
- Take responsibility (vs Face saving)
- Go with a solution and promise ACTION
- Watch your timing of informing the news!
- (Adapted from Robert McGarvey- SIA Business Tools, Silver Kris magazine)



GIVE FEEDBACKS

Feedbacks

- Be Timely
- Make it Regular
- Prepare Your Comments

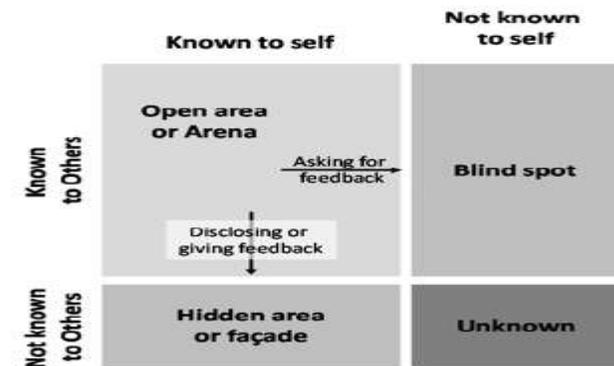
- “Don’t Tell Me The Excuses Why It Was Not Done But Rather Tell Me The Reasons **HOW** You Should Get It Done.”

Leadership & Followership

- 1. Commitment
- 2. Communication Ability
- 3. Critical Thinking
- 4. Empathy
- 5. Respect – don't treat others with contempt for being less intelligent or capable. If leaders do it, it will cause resentment and even rebellion. Followers- you won't have solid team-mates you can depend on
- 6. Sense of Humour
- 7. Vision

Johari Window

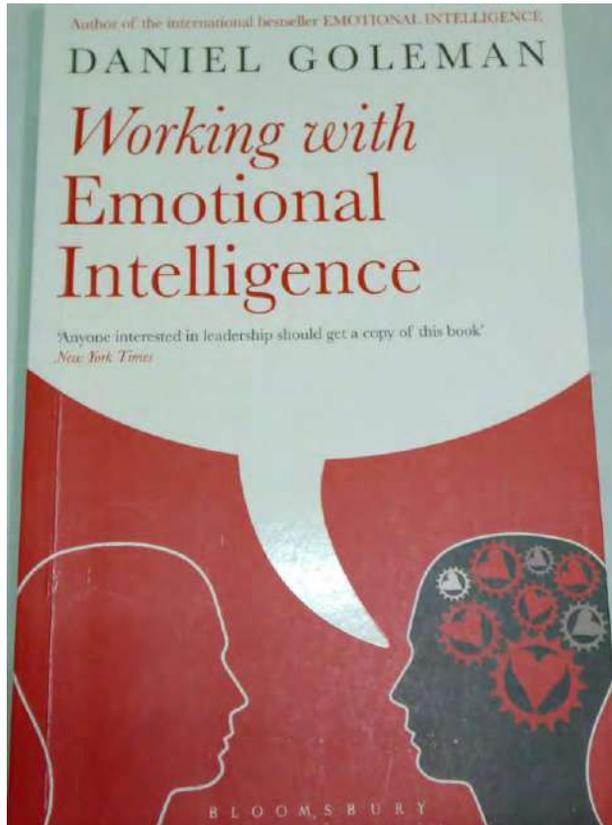
	Things I know	Things I don't know
Things others know	Public Arena 1. Quiet 2. Helpful	Blind spot 1. Introvert 2. Clever 3. Independent 4. Dependable 5. Mature 6. Responsive
Things others don't know	Facade 1. Idealistic 2. Organised 3. Friendly 4. Confident	Unknown area 1. Tense 2. Self-assertion 3. Self-conscious 4. Sentimental



1955 – Joseph Luft & Harrington Ingham

Leadership

- Having Empathy or Emotional Intelligence & Decision-making.



Emotional Intelligence Skills:

Self-awareness – knowing one’s strengths, weaknesses, drives, values

Self-regulation- controlling or redirecting disruptive impulses and moods

Motivation- relishing achievement for its own sake

Empathy- understanding other people’s emotional state

Social skill- building rapport with others to move them in desired directions

We are each born with certain levels of EI skills. But we can strengthen these Abilities through persistence, practice, and feedback from colleagues or coaches.

(Source: Goleman, Working with Emotional Intelligence, 1998)

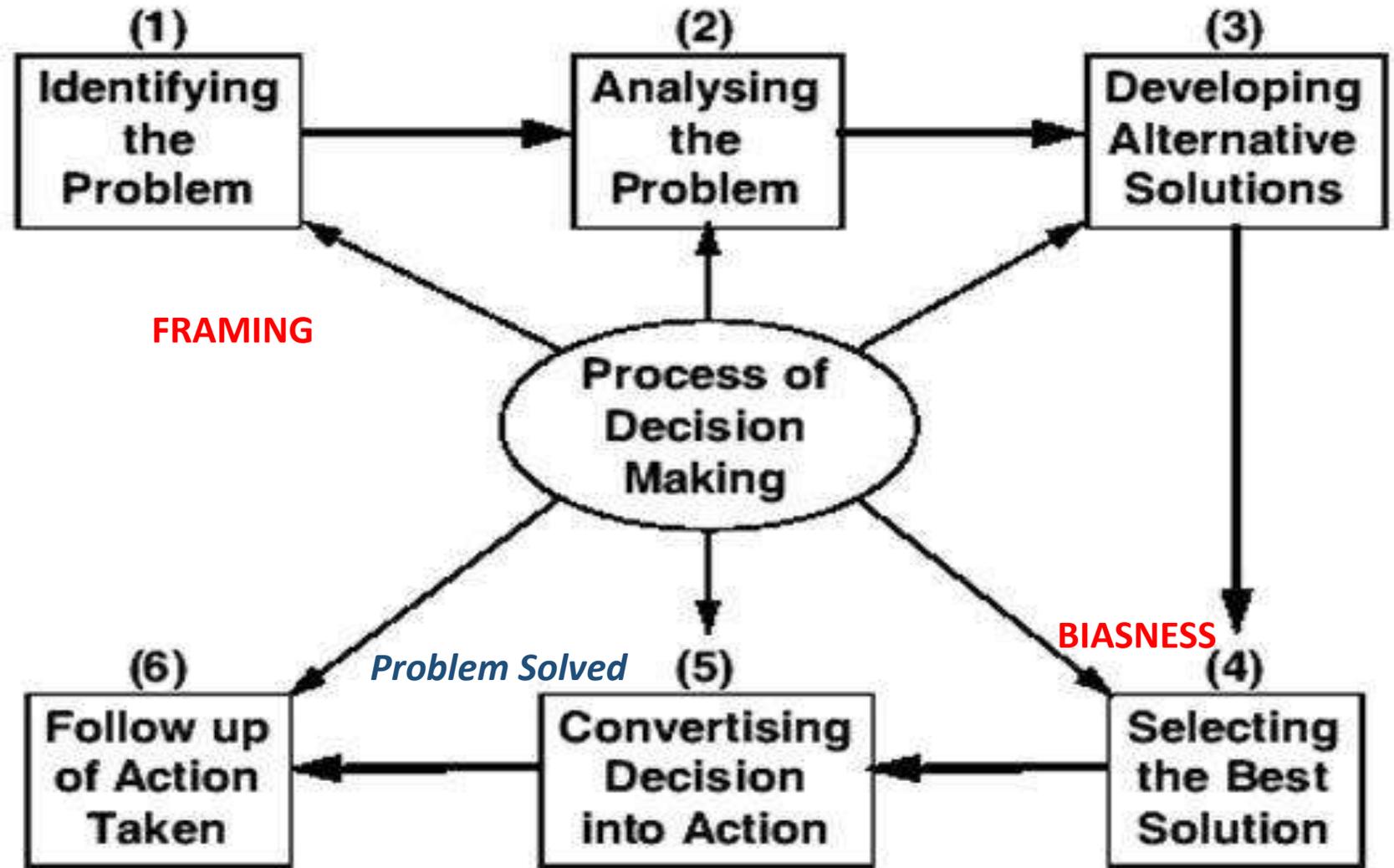
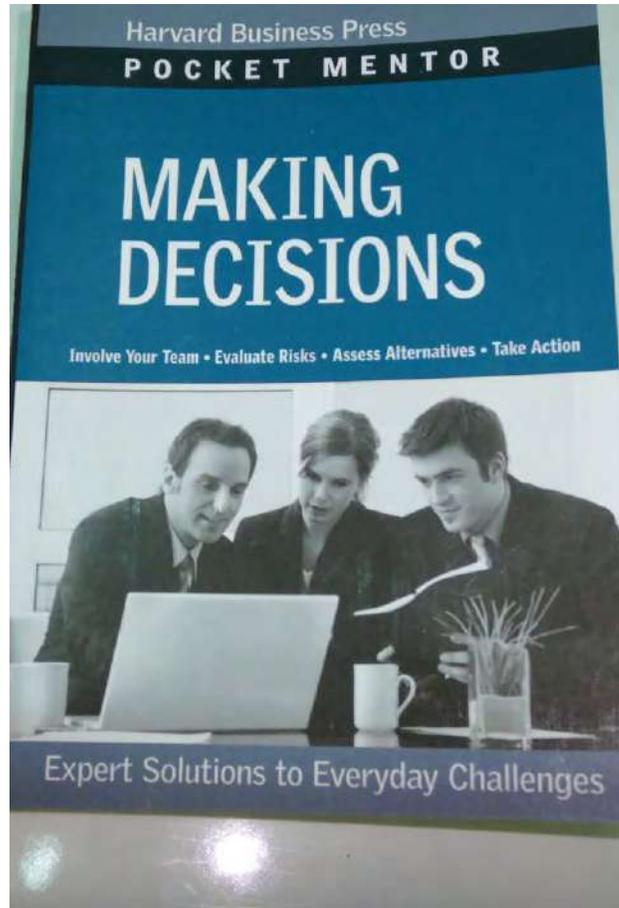
HBR'S
10
MUST
READS

FEATURING
"What Makes
a Leader?"
By Daniel Goleman

On Emotional Intelligence

If you read nothing else on emotional intelligence, read
these definitive articles from **Harvard Business Review**.

Decision Making

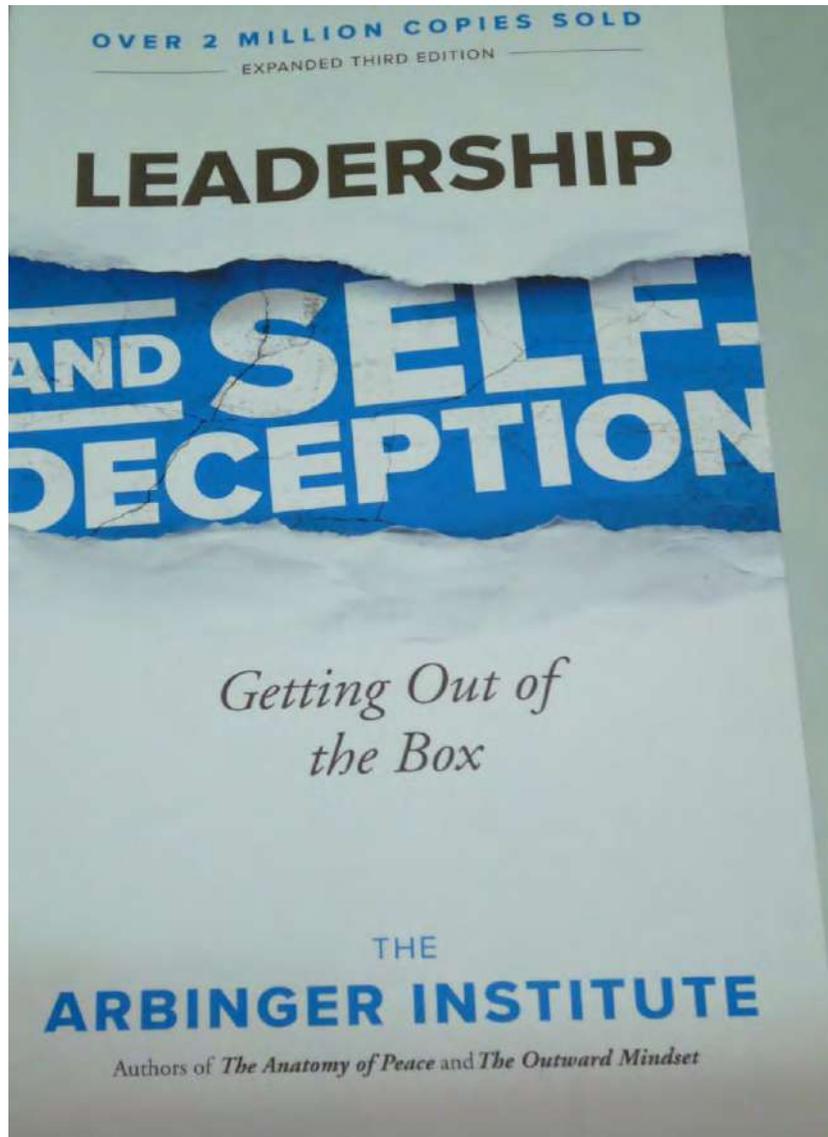


Decision-making Process

(4) Heuristic-problem-solving by experimenting or Rule of Thumb or Just Guts feeling.

- **Program for Leadership Training(LT) for Middle Level Managers – Succession Planning.**
- **Staff hardly have LT. When promoted to head of section, just a letter of notice.**
- **Peers become subordinates- relationship changed over night**
- **Staff being promoted mainly based on proficiency of doing dept work, not on leadership qualities**
- **Utilization of authority and power**
- **When colleagues' work not up to standard or performance, HOD takes over function resulting in staff feeling inadequate; HOD takes on more job where his/her role is to manage staff not dept's work**
- **Frustrated staff leaves making dept more short on staff and efficiency declines**
- **Promoted staff suffers from stress of more work load and longer hours in office. Dept efficiency drops thereby putting pressure on promoted HOD to perform. Finally he/herself also leaves company due to work load pressure and negative appraisal by management on dept not efficiently run**
- **Eventually company's efficiency/performance declines. Staff leaves, HOD leaves and Dept didn't have succession planning thereby disruption in company's business.**
- **Takes time to rebuild dept and management have to 'fire-fight' for a period of time before normalcy returns or cycle repeats itself.**

- Why We Don't Take Advice – Taking Advice is NOT Natural.
- 6 Reasons People Don't Take Your Advice
 - They don't think your suggestions is in their best interest
 - They haven't asked for the advice
- 5 Reasons Why People Don't Listen to Advice
 - They are in denial



Self-deception blinds us to the ‘True’ causes of problems, and once we’re blind, all the ‘solutions’ we can think of, will actually make matters worse.

Self-deception obscures the truth about ourselves, corrupts our view of others and our circumstances, and inhibits our ability to make wise decisions.

So we are self-deceived and our leadership abilities are undermined.

**SELF-DECEPTION + FIXED MINDSET =
INABILITY TO LEARN**

(Source: Arbinger Institute, 2000)

Power of Observation

話頭醒尾/ 话头醒尾 (waa t au xi ng n̄ei)

举一反三 meaning in English

Pronunciation: [jǔyīfǎnsān]

Chinese meaning for "举一反三"

Use "举一反三" in a sentence

Translation

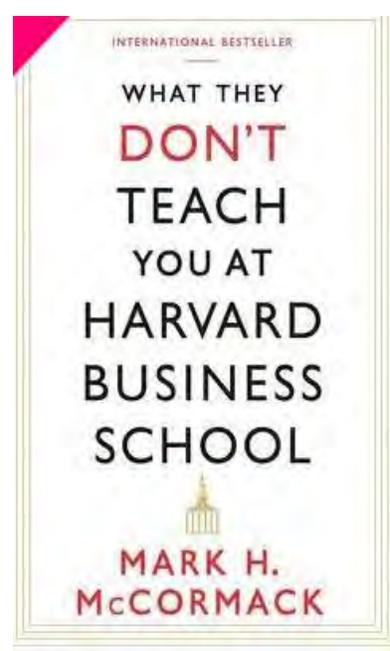


Mobile

infer other things from one fact; draw inferences; draw inferences about other cases from one instance; from one sample you may judge of the whole.; just mention one example which serves for the rest; learning by analogy and infer other things from one fact

Power of Observation

- McCormack – “In fairness to Harvard Business School, what they don’t teach you is what they can’t teach you, which is **how to read people and how to use that knowledge to get what you want; make yourself a beneficiary of the situation** as often, people fail to read others properly or to size up situations and because of this inability, form wrong perceptions.
- Observation is an aggressive act. People are constantly revealing themselves in ways that will go unnoticed unless you are aggressively involved noticing them
- But these signals are only useful on **your ability to pick them up**. Simply by watching and listening, keeping your eyes peeled, your ears open and your mouth shut



Source: 1984

- Power of Observation continue:
- In any situation or issue, build a habit of being mindful of your surroundings, things being said/done by others and displaying body language for a situation analysis to anticipate the next planned set of actions
- People within an organisation tend to pick up many of the characteristics of their superiors. If you know their boss, you can learn quite a bit by judging how well they have adopted their boss's strengths and assets.
- People often reveal their innermost selves in the most innocent of situations e.g. dealing with waiters, airline attendant. How impatient they are in a particular situation, or how upset they get over a minor error can prove invaluable knowledge later when dealing with them.

Finally,

- Working well in the PO industry need–
- people management abilities;
- certain personal skills – Trading -3Ds –Detail, Decisive & Determination;
Operations – Competencies, Efficiency,
Perseverance; &
Self Discipline

Leadership/Follower Qualities & Constant Learning to improve, survive &
prosper.



PEOPLE WILL FORGET
WHAT YOU SAID.
PEOPLE WILL FORGET
WHAT YOU DID.
BUT PEOPLE WILL
NEVER FORGET HOW
YOU MADE THEM FEEL.

Maya Angelou